

HOUSING MANAGEMENT BULLETIN

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NATIONAL ASSOCIATION OF HOUSING OFFICIALS • 1313 EAST SIXTIETH STREET, CHICAGO

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MANAGERS ANNOUNCE FIRST ANNUAL MEETING

Ending a year of hard organization work, the officers of the Managers' Division of NAHO have announced the program of the Division's First Annual Meeting. It will be held in the Y.W.C.A. Building, 929 Gravier Street, New Orleans, on December 4 and 5, 1939--just before the Association's Seventh Annual Meeting. All persons engaged in housing management or having closely related interests are invited to attend.

The Managers' sessions will be of two kinds: division organization and program, and four carefully selected management subjects.

Completion of Organization

At the business sessions, Secretary Paul Stannard will summarize the past year in housing management and in the affairs of the Managers' Division. By-laws submitted by the Committee on Organization and Procedure, of which Carleton F. Sharpe has served as chairman, will be examined in detail and in all probability will be adopted possibly with some revisions. This step will be followed naturally by discussions of the program, publications, committee work, and other activities of the Division, both in the long-run and for the immediate future. Officers will be elected for the following year.

The four substantive management sessions will be started by panel discussions and continued as informal exchanges of experience and ideas among all the conferees. The Program Committee, chaired by Eugene P. Oppermann, has tried to avoid catch-all subjects that would result in rehashes of elementary problems of no great current interest. It has also carefully left luncheon and evening periods open on both days for personal conversations, special group or committee meetings.

In brief outline the program is:

Monday, December 4

9:00 Registration

9:45 Business Meeting

2:15 A Career Service in Housing Management
(a) Civil service, (b) Local residence rules, (c) Management in Local Authority setup, (d) Training and apprenticeship, (e) Clearing and Placement service

3:30 The Democratic Process in Management
(a) In respect to tenant relations,
(b) In respect to personnel relations,
(c) In respect to intra-authority relations

Tuesday, December 5

9:30 Possibilities and Limitations of Tenant Maintenance
(a) How far can we go? (b) Problems of administering plans

2:00 Management Problems Arising from Changes in Family Status
(a) Income increases, (b) Rent reductions, (c) Changes in family composition, (d) Moves within the project

4:15 Business Meeting (Concluded)
(a) Election of officers, (b) Other unfinished business

In recognition of the close tie between the Managers' Division and the rest of NAHO, the highlights of these two days will be summarized at the general session of the Association's Seventh Annual Meeting on Friday afternoon, December 8. This session will also include official reports from eight round-table discussions scheduled for the previous day.

Charter members and prospective members of the Managers' Division will be given a splendid chance at this first Annual Meeting to measure management progress during the last year, to catch up with the latest ideas

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and methods in management, to judge the results of the Division's organization and to help plan a professional organization with a practical program and worthy of the managers' importance and responsibilities in the housing scheme of things. Despite considerable obstacles, including the fact that most of the active housing managers have had abnormally busy years quite aside from Division affairs, the start so far has been promising. Without anticipating the Secretary's review of the year, one simple fact may be noted as a straw that shows in what direction the wind blows. Approximately fifty managers were eligible for membership in the Division. When asked to join, only one said he was not interested. With this spirit, the Managers' Division can justifiably look to the future with hope and confidence.

Copies of a more detailed but tentative program have been mailed to all readers of the BULLETIN. Various local housing authorities are designating their managers as official representatives to the meeting with expenses paid. NAHO's office will be glad to write directly to authority chairmen or executive directors in behalf of other managers who wish to attend. Requests on this matter, however, should be made promptly.

NYU MANAGEMENT INSTITUTE

We record rather tardily the successful completion of the Management Training Institute conducted by New York University in cooperation with USHA and NAHO from July 24 to August 18. Thirty students, representing thirteen cities in nine states and the District of Columbia, attended. Twenty of these students were actually affiliated with local housing authorities and others had immediate prospects of employment in large-scale housing.

The Institute comprised ten days of lectures, followed by two weeks of field work that enabled most students to visit at least two large-scale rental projects, either public or limited-dividend. Rather significant was the feeling expressed by many students that the Institute made them aware of belonging to or entering a new and important profession in which the unlimited devotion and interest of the few pioneers offset considerably the lack of actual experience. Other comments indicated the desirability of either equalizing the background of the students before the opening of the Institute, or dividing the Institute into classes for students with varying amounts of experience.

No published reports of lectures or discussions are available.

Committee Aid to Colleges

The Committee on Training of the Managers' Division of NAHO is laying plans to help numerous colleges that wish to improve or develop further background instruction in housing management. The Committee feels that, whereas very few colleges are warranted at the present time in offering specific professional training for housing management, the introduction of background material and related curricula will be of great value to students who later want to enter the field professionally. NAHO will continue to assist in specific professional training by either conducting or encouraging special management conferences like those held as part of the current regional conferences of the Association and by developing systems of apprenticeship whereby potential managers may secure first-hand experience in going projects.

ANNOUNCING PROJECTS

One page of the six page announcement of Robert Mills Manor by the Charleston (S.C.) Housing Authority is reproduced below. On another page interesting pen and ink sketches illustrate a modern kitchen, bath, sand box, and spray pool.



YOU SHOULD APPLY FOR THESE HOMES

If Your Family Income Is Low

If Your Dwelling Is Substandard

If your present home is **UNSAFE**,—is badly in need of repair or is a firetrap; or if your home is **UNHEALTHFUL**,—is dark or damp, or lacks running water, stove or sink, toilet or bath, heating or lighting,—or if it is overcrowded.

Only families with incomes of less than five times the rent, are eligible for admission to Robert Mills Manor.

Preference is given to families with children who have low incomes, and who are in greatest need of better housing.

A First Step in Tenant Maintenance

The Toledo Metropolitan Housing Authority's announcement of the Charles F. Weiler Homes includes on the first page the following passage that gives a clearcut explanation of what is required in the way of tenant cooperation in maintenance and operation.

Tenants, under the "sanitary conditions" required by the Authority, shall:

- (a) Wash all walls, ceilings and trim within one week prior to surrender of the premises
- (b) Clean all floors thoroughly on the day of surrender.
- (c) Wash all windows, interior and exterior, and wash and clean bathroom fixtures, sink, range, refrigerator and kitchen cupboards thoroughly on the day of surrender.

If the tenant does not abide by these rules, the sum of \$5.00 collected from the tenant in monthly 50 cent payments will be applied by the Authority to the expense of cleaning the dwellings.

No janitorial service will be furnished with the dwellings. Tenants whose entrances are on common halls or straiways, or on a common front or back walks, will be required to keep them orderly. Tenants using community laundries, drying rooms, storage and social and recreational space also will be required to keep these in an orderly condition.

Except in the case of apartment or flat buildings, no janitorial service or yard maintenance, including labor and equipment, will be furnished in the front, rear or end yards adjacent to dwellings. The tenants, except in flat or apartment buildings, will be required to remove snow from sidewalks bordering on front and rear yards.

When necessary, incoming tenants will be required to disinfect all their household effects before taking them into the dwellings. The Authority will furnish materials and instructions and the tenants will supply the labor for disinfection and extermination.

Tenants will be required to place all refuse and garbage in refuse stations, from which it will be removed by the city. Individual tenant cans will be furnished by the tenant. Tenants also will be required to wash or clean all surfaces and equipment in the interior of dwellings occupied by them at least once each year.

HOUSING AND RECREATION

Community activities in public housing projects, the extent to which management should direct or supervise, what facilities should be provided, the use of equipment by families other than tenants -- these are among the most provocative and controversial issues in housing management today. A staff member of the New York City Housing Authority who is intensely interested in this subject, writes as follows:

"I do not agree with the school of thought which believes that housing projects should undertake the recreation work on their jobs. I believe that this is a fallacy due in part to lack of organization in the recreation field. No one would dream (I hope!) of proposing that the Housing Authority should be responsible for nursing service, clinic service or a nursery school service for their tenants. By the same token, the recreation of the tenants is not the province of the landlord. Such a confusion of responsibilities is dangerous in its connotations. I predict that when further attacks are made upon the housing field, someone will discover this very vulnerable point if we do not close our defenses."

QUEENSBRIDGE . . . New York City

Provision for recreation at newly opened Queensbridge illustrates the way in which the theory, expressed above, is given practical implementation: the nursery school is operated by the Western Queens Nursery Association, Inc. and accommodates not only children living within the project, but those from the surrounding neighborhood. It was opened last September 25. The school offers both nursery school classes and day nursery school care for the children of working mothers. The Nursery is in the "Children's Center" building, located in the center of the project, which also contains a Well-Baby Clinic operated by the New York City Health Department.

A community building, facing the Children's Center contains a gymnasium which can be converted into an auditorium seating 500 persons; there are also club and social rooms and a kitchen for adult group meetings. A branch of the Queens Public Library is located in the project. In addition to the community building and the Children's Center there are playgrounds for small children, spacious interior courts, and garden walks planted with trees, shrubbery, and grass.

CARL MACKLEY HOUSES . . . Philadelphia

The Carl Mackley Houses swimming pool operated 100 out of a possible 113 days this season. A total of 12,464 persons used the pool and paid an average admission of \$.097 per swim. Of these admissions a total of 3,690 represented children living in the neighborhood outside the project area. The peak of the season was on July 10 when 326 persons used the pool. The low day was on September 6 when 6 persons passed through the gates.

JULIA LATHROP HOMES . . . Chicago

Julia Lathrop News reports plans for recruiting project parents and young people over 16 to enroll in an Institute for Recreation Leaders. Lectures and demonstrations in dramatic art, folk dancing, arts and crafts, and group leadership are to be offered three evenings a week from 7 until 9, free of charge. People prominent in the field of recreation are to teach the classes.

CORRECTIONS, PLEASE

John Godber was erroneously called manager of Carl Mackley Houses in the last BULLETIN. Mr. Edward H. Wilson is manager. Mr. McMenimen was manager of Newtowntowne Court, Cambridge, when NAHO's staff representative visited the project. We regret to announce his death since that time.

MORE FIELD NOTES

LIBERTY SQUARE, Miami

Liberty Square, a Negro vacant-land project leased from USHA by the local authority on March 1, 1939, was opened for occupancy on February 6, 1937. It provides 243 dwelling units in one- and two-story row houses. A vacant area of 40 acres adjacent is being used for an addition to the present project. With the exception of a few units, principally of the 5-room type, there have been few vacancies and very little tenant turn-over.

The project is occupied principally by shop workers and domestics whose employment is entirely seasonal. A particularly lean period occurred in 1938, resulting in quite a number of rent delinquencies. Although some of the tenants were forced to vacate at this time, those who were carried by the management have repaid in full. A credit union in operation at the project (with a current working capital of approximately \$2700) has enabled many of the tenants to maintain their rent payments during the off-season.

Neither central heat nor running hot water is provided. Kerosene stoves, in addition to being used for heating and cooking, must also be used to heat all hot water. The stoves require constant management attention and maintenance because of this heavy load imposed on them. Management staff consists of five maintenance and three office personnel.

Space for community activities is provided in a large and attractive central building. In addition to containing an auditorium of 500 capacity, there are also a number of small club rooms. One end of the building houses the management office, the other end a well-equipped cooperative store. Much of the incidental equipment for the building, such as porch chairs, have been made by handicraft and other tenant groups.

--STANNARD-KIDD

STANLEY S. HOLMES VILLAGE, Atlantic City

The Stanley S. Holmes Village, Mr. C. M. Cain, Manager, is situated in the slum section of Atlantic City and consists of 277 apartments. Squalid, dilapidated houses and railroad tracks are in the immediate vicinity of the project. Consequently a visitor is surprised when suddenly the project opens before his eyes.

Since the opening of the project more than two years ago, thirty families have moved out. In two and one-half years the rent loss was \$5.87. The families pay on the first and fifteenth. The policy is to send a letter to a family forty-eight hours after the date rent is due, and if it is not paid within four days, a second note is sent for the tenant to come to the office. If there is no response, notice to vacate is sent. Usually this notice brings the desired results. The tenant is charged with the cost of the vacate notice. There are no deposits or security. So far there has been no need to make special arrangements or extensions in the matter of rent collection.

Cain was quite enthusiastic about a scheme of his which brought a group of hotel owners to the project, resulting in their readiness to take onto their staffs tenants of the project recommended by him.

--GOLDFELD

Cincinnati Better Housing League's page-a-month entitled "What's New in Housing?" reports Laurel Homes 99.4% filled. Out of \$241,882.11 collected in rents, delinquent rents to date total \$293.48. Green Hills is also almost fully occupied - 98%.

When the key to his new apartment in the Red Hook housing project was handed to Frank Apicella, 63-year old relief client, who has been anticipating for weeks the prospect of becoming a tenant--he dropped dead.

On the way--Kenneth R. Kidd's "Four Million Tenants--A Report on English Housing Management Practice." Also, special reports on tenant selection and community organization in the three Greenbelt towns. Watch the BULLETIN and NAHO NEWS for announcements of publication.

DISTRIBUTION POLICY ON BULLETIN

The HOUSING MANAGEMENT BULLETIN is distributed to members of NAHO who have signified their desire to receive it for a trial period. Copies are available to non-members only by purchase of individual issues at 15¢ each. It is anticipated that the BULLETIN will become shortly the official organ of the Housing Management Division of NAHO, now being organized.